

**STRATEGIC ENROLLMENT MANAGEMENT PLAN
CALIFORNIA STATE UNIVERSITY, EAST BAY**

2023-2027



Feb 10, 2023

Table of Contents

EXECUTIVE SUMMARY	5
INTRODUCTION	7
Campus Priorities	7
Statement of the Problem	8
Enrollment Trends at Cal State East Bay	8
Application Trends	12
Strategic Enrollment Management Task Force	14
STRATEGIC ENROLLMENT ACTION PLAN	15
Objective 1: Increase New Student Enrollment and Yield Rates	15
Focus Group Research	15
Student Outreach Team	15
Outreach Team Structure	15
Outreach Training and Ongoing Development	16
Recruitment Service Areas	16
College Fairs	17
Recruitment Events	17
Preview Day	18
Transfer Fridays	18
Welcome Day	18
Pioneer Days	18
Welcome Center	19
Tour Services	19
Out of Region Recruitment	19
Southern California Admitted Student Receptions	19
East Bay College Agile Network (EBCAN)	20
California Promise	20
Associate Degree for Transfer (ADT)	20
College Futures	20
Transfer Agreement with Evergreen College	21
Memorandum of Understanding with Holy Names University	21
Expanding Cross Enrollment	21
Working Professional Task Force	21
Regional Efforts	22

Removing Institutional Barriers	22
Admissions	22
Financial Aid	23
Student Systems	24
Student Finance	25
Outreach and Retention Collaborations	25
Academic Colleges	25
Housing and Residence Life	25
Student Equity and Success (SEAS) Programs	26
Diversity and Inclusion Student Affinity and Resource Centers	26
Student Life and Leadership	26
Alumni Engagement Opportunities	26
Athletics	27
University Communications	27
Collaboration with High School and Community College Counselors	27
Enhanced Marketing and Communications Strategies	27
EnrollmentRX and Salesforce	27
Emails and text messages	28
Digital Marketing Vendors	28
Media Brokers International (MBI) - vendor for digital advertising. Preliminary data regarding outcomes of this digital marketing can be found here.	28
Univision	29
Translation services	29
Shelter Ads, Geofencing and Airport Ads	29
Motimatic	29
Videos	29
Campus Virtual Tour	30
News Stories	30
Phone Campaigns	30
Prospective Student Website and Social Media	30
Print Mailings	30
Print Media	31
Objective 2: Increase Undergraduate Retention and Graduation Rates	32
Freshmen & Sophomore Success Team	32
Who is My Advisor?	32
15 to Finish	32

Transfer Student Advising	32
First Year Experience Program	33
Career Services	33
Counseling and Mental Health	33
Re-engaging Latinx and Black Students	33
Pioneer Boost Program	33
New Degree Planner “Stellic”	33
Graduation Workshops	34
Capacity management	34
Fluid Functionality	34
Pioneer Chat	34
“Five to Build”	34
“East Bay Pathfinders”	34
Targeted Critical Courses with a Focus on Equity	35
Degree Audit Report (DAR)	35
Super Senior Interventions	35
EAB Navigate (“Bay Advisor”)	36
Project Rebound	36
CLOSING REMARKS	37

EXECUTIVE SUMMARY

For more than 60 years, Cal State East Bay has served the San Francisco Bay Area and provided access to higher education to one of the most diverse student populations on the U.S. mainland. Like other higher education institutions in California and across the nation, Cal State East Bay has experienced demographic, economic and pandemic-related challenges over the past few years. The campus has experienced sharply declining enrollments that threaten the campus' financial stability and academic programs. This is an urgent problem that requires immediate action.

This Strategic Enrollment Management Plan outlines a path to restoring a robust enrollment while continuing our important work in creating a supportive learning environment for our students and increasing their rates of retention and graduation. This plan was developed with participation from a wide range of campus stakeholders. It outlines a comprehensive approach to achieving our ambitious enrollment objectives.

This Strategic Enrollment Management Plan identifies two primary objectives and several action items:

- Increase new student enrollment and yield rates:
 - Maintain an active and engaging outreach program.
 - Intentionally cultivate key market segments of new freshmen, transfers, out-of-region students, professional working adults and continuing students who have stopped-out.
 - Host a robust set of programs and services to promote campus opportunities.
 - Engage campus partners in supporting students through the application and enrollment process.
 - Provide out-of-region students with targeted opportunities to learn more about campus programs.
 - Deploy robust communications to prospective students through various platforms.
 - Increase overall awareness and reputation of the university by building and implementing a distinctive brand presence that aligns with our mission and values.
 - Continue to identify and remove administrative barriers and improve critical services such as admissions and financial aid.
 - Continue to cultivate high school and community college counselors, alumni and other campus partners to support enrollment efforts.

- Increase undergraduate retention and graduation rates:
 - Continue to build advising initiatives to retain students and support timely graduation.
 - Provide intentional support to freshmen and sophomore students.
 - Ensure that all first-year students are assigned a specific academic advisor.
 - Continue to improve self-service tools to facilitate student interactions with the university.

- Continue to develop initiatives to re-engage and re-enroll continuing students.
- Continue efforts to improve existing programs such as career services to enhance student support.
- Design summer course offerings to support student degree progression.
- Develop one to two online bachelor degree programs in high-demand areas.

This is a dynamic enterprise that will involve the whole campus community and many external partners. Throughout the five-year period, the committees that comprise the Strategic Enrollment Management Task Force will manage, assess and adjust campus recruitment and retention efforts to maximize their impact and effectiveness. In addition, as new opportunities are identified they will be evaluated for possible implementation.

INTRODUCTION

For more than 60 years, Cal State East Bay has served the San Francisco Bay Area as one of 23 campuses in the California State University system. The main campus, located in Hayward, as well as the satellite Center in Concord and the Oakland Professional Development and Conference Center, offer a wide range of degree and career development options for the diverse and densely populated region. Cal State East Bay provides higher education access to one of the most diverse student populations on the U.S. mainland and advances regional engagement through its academic programs and leadership.

In the Fall of 2021, through the leadership of our newly appointed President, Dr. Cathy Sandeen, the campus embarked on a strategic planning process we call [Future Directions](#). This strategic plan reaffirms our values as a university community as we advance student success, serve as a voice for social justice, and improve our communities through engagement and innovation. Our campus mission statement is provided below.

Cal State East Bay prepares students to apply their education to meaningful life work and contribute to a just and inclusive society. We serve a student body with diverse lived experiences through innovative teaching and learning, research and creative activities and campus community engagement.

Specific institutional priorities identified through this strategic planning process and formally adopted by the campus in the Fall of 2022 are listed below. These broad campus priorities provide a foundation to support the university's enrollment management efforts which are discussed in this document.

Campus Priorities

Priority #1 - Student Success: Enhance the overall student experience to increase engagement and retention, while promoting intellectual achievement and career readiness.

Priority #2 - Equity, Inclusion and Anti-Racism: Create an authentic and empowering culture of equity, inclusion and anti-racism by embracing our diversity.

Priority #3 - Research and Innovation: Develop and support responsive and innovative research, scholarship and creative activities for faculty and students along with new leading-edge degrees and other programs.

Priority #4 - Organizational Excellence, Financial Sustainability and Growth: Demonstrate continuous improvement, accountability and agility in administrative operations and financial management to prioritize student needs, employee empowerment and mission fulfillment.

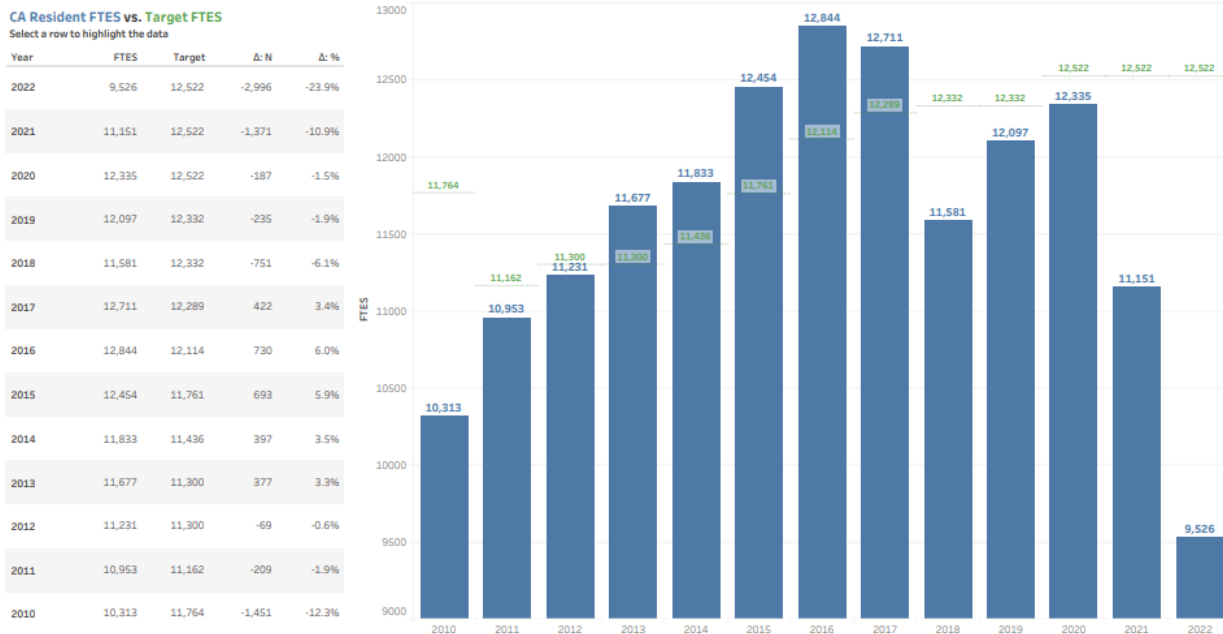
Priority #5 - Outreach and Engagement: Build connections with the region, state and nation through brand awareness and community, alumni and donor engagement.

Statement of the Problem

Like other higher education institutions in California and across the nation, Cal State East Bay has experienced demographic, economic and pandemic-related challenges over the past few years (see Figure 1). In the Fall of 2022, Cal State East Bay’s California resident enrollment headcount totaled 11,101 (9,526 FTES). This represents a dramatic enrollment decline from previous years which threatens to impact the campus in devastating ways, both financial and academic.

This Strategic Enrollment Management Plan will help guide our path to a more robust enrollment. CSU East Bay has developed this plan with input from many campus constituents, as a dynamic enterprise that will involve the entire campus community as well as many external partners. Throughout the next five years, the committees that comprise the Strategic Enrollment Management Task Force will manage, assess and adjust campus recruitment and retention efforts to maximize their impact and effectiveness. In addition, as new opportunities are identified they will be evaluated for possible implementation.

See Figure 1: CA Resident FTES vs. Target FTES.

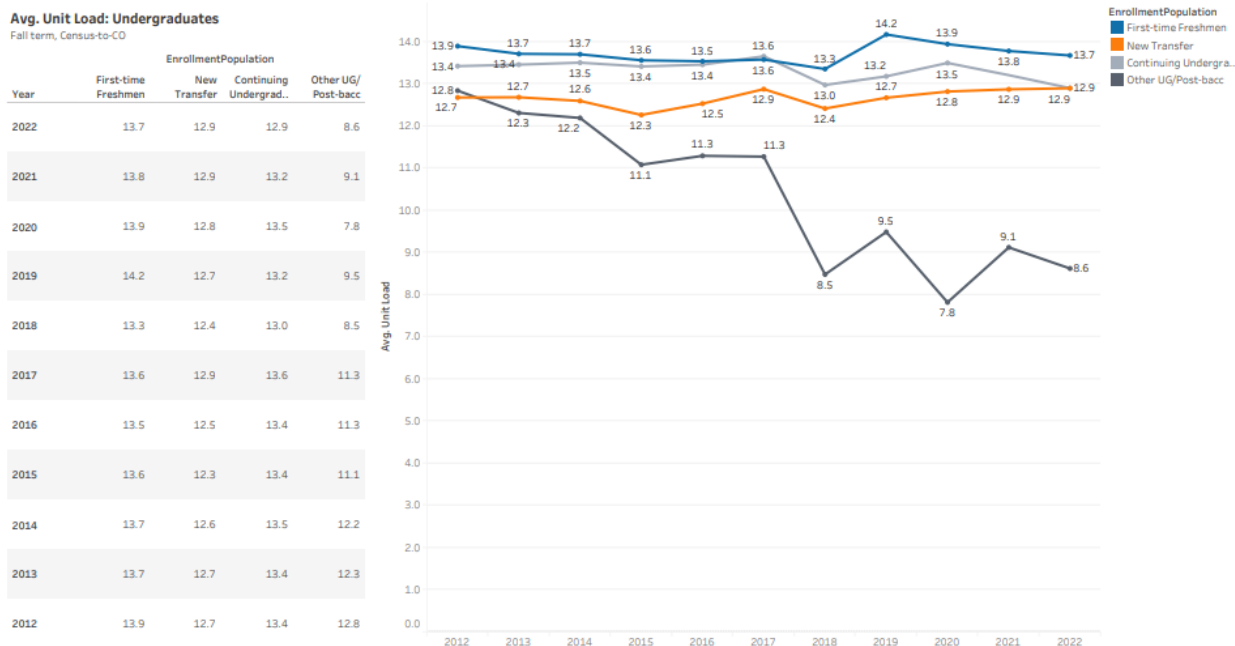


Enrollment Trends at Cal State East Bay

Between 2010 and 2016, based on consistent campus growth, Cal State East Bay contemplated the challenges that rapid growth would present to the campus and sought additional tools to manage enrollments. The campus initiated a process to declare campus-wide impaction which became effective beginning Fall 2018. Various factors interrupted this sustained enrollment growth beginning in 2017. First, starting in Fall 2016, CSU East Bay began planning for a conversion to the semester system. Similar to the experience of other campuses that converted from quarters to

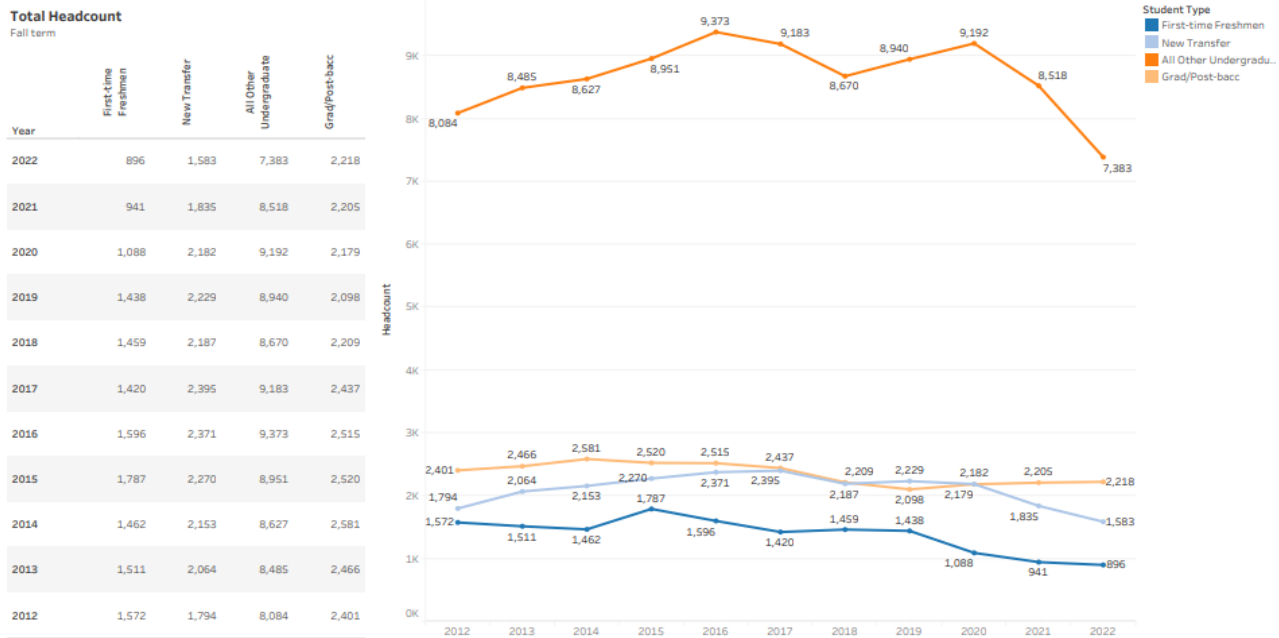
semesters, this transition led to an enrollment decline. Even before the conversion was implemented in the Fall of 2018, many students accelerated their coursework in order to graduate on the quarter system. After the conversion, there was an initial decline in the average unit load as students adjusted to the 15 unit, full-time semester format (see Figure 2).

Figure 2: Average Unit Load Undergraduates 2012-2022



In addition, students continued to complete their programs efficiently with an additional 583 students graduating during the academic year 2017/2018, a 12.4% increase compared to the previous year. While this increase in graduates was a positive outcome for the campus and students, it also led to a decline in continuing students enrolled in the Fall of 2018. The CSU system also migrated to a new online application for admission, Cal State Apply, during the Fall of 2018. This online application transition was difficult both for the Cal State East Bay Admissions Office and prospective students and resulted in long processing times and delayed admissions decisions.

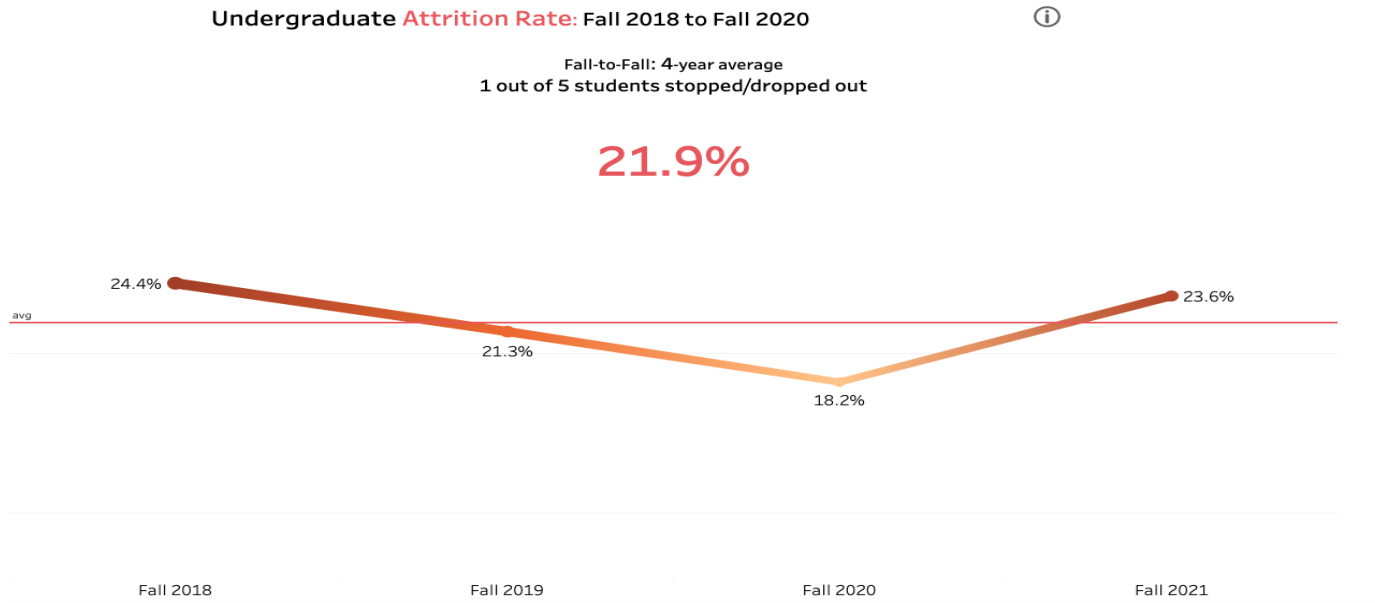
Figure 3: Total Headcount Fall Terms 2012-2022



Cal State East Bay responded to this initial enrollment decline by implementing focused outreach and retention efforts, many of which are described below in this document. These efforts led to improvements in overall enrollment between the Fall of 2018 to the Fall of 2020 (see Figure 1 & Figure 3).

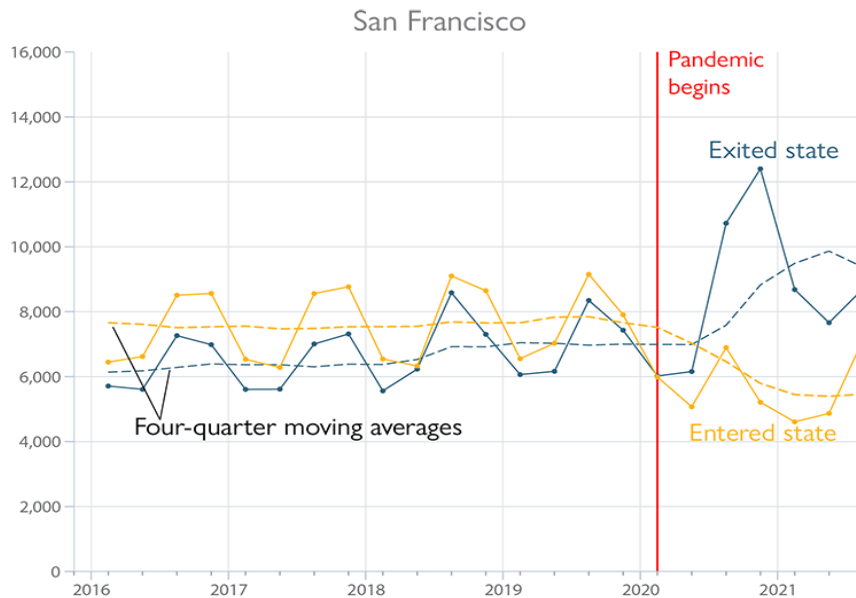
The impact of the global pandemic however, which resulted in a sudden pivot to online instruction beginning in the Spring of 2020, and the closing of on-campus facilities including the residence halls, led to another more dramatic enrollment decline which continues to the present. Many students reported a reluctance to take courses online and stopped-out. Many students who returned home to areas outside our immediate region did not return. Some students began to question whether a college degree was worth the cost of attendance and the resultant long-term indebtedness (see Figure 4).

Figure 4: Undergraduate Attrition Rate Fall 2018 - Fall 2020



The changing attitudes of students at Cal State East Bay mirror those of students nationwide. The cost of living in the Bay Area, loss of jobs, and the overall financial distress of many students and their families, in addition to newly introduced work from home options led to a significant migration out of the Bay Area and California. As reported by the [California Policy Lab](#), these pandemic migration trends were especially pronounced in the Bay Area (see Figure 5).

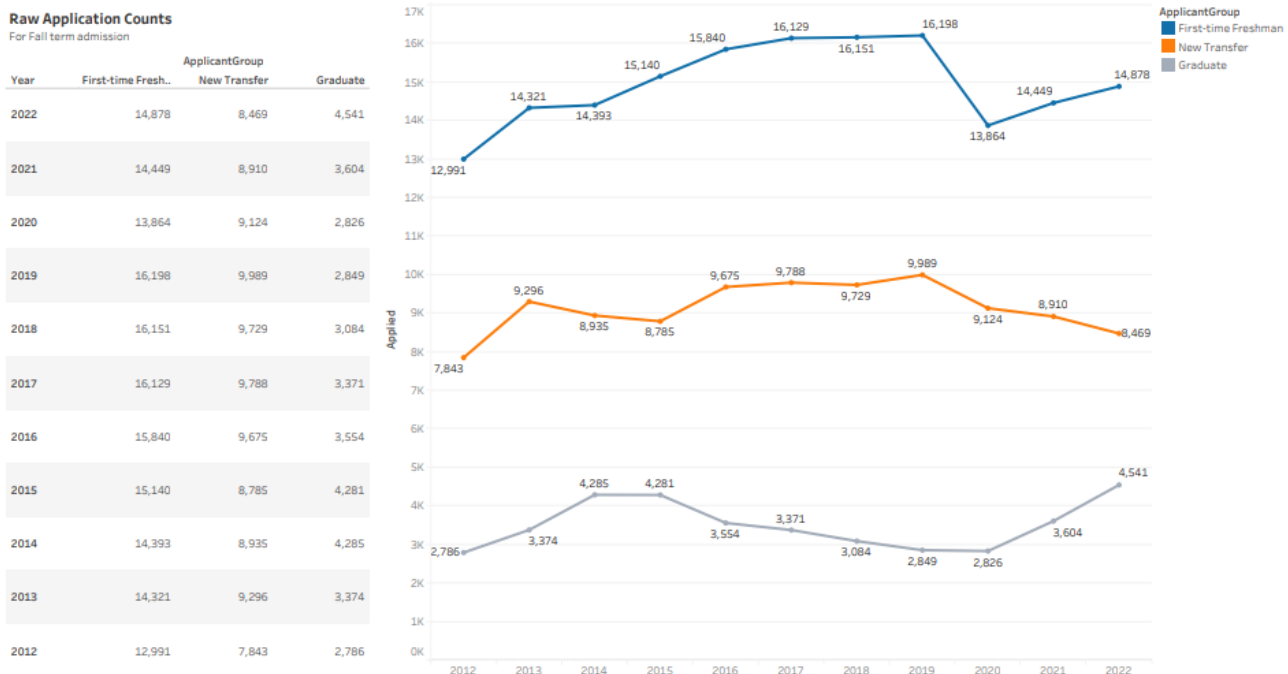
Figure 5: Number of Out-of-State Entrances and Exits, San Francisco 2016 - 2021



Application Trends

Cal State East Bay also experienced a decline in applications from both new freshmen and new transfer students beginning in the Fall of 2020. Application to enrolled yield rates also declined in this period (see [Figure 6](#)). While freshmen application rates have mostly recovered in the current year, the decline of more than 300,000 students enrolled in community colleges has been a contributing factor as transfer students have traditionally been the largest market segment of incoming students. This multi-year decline in new student applications has led to smaller incoming classes and fewer continuing students progressing through upper division courses (see [Figure 7](#)).

Figure 7: Raw Application Counts 2012-2022

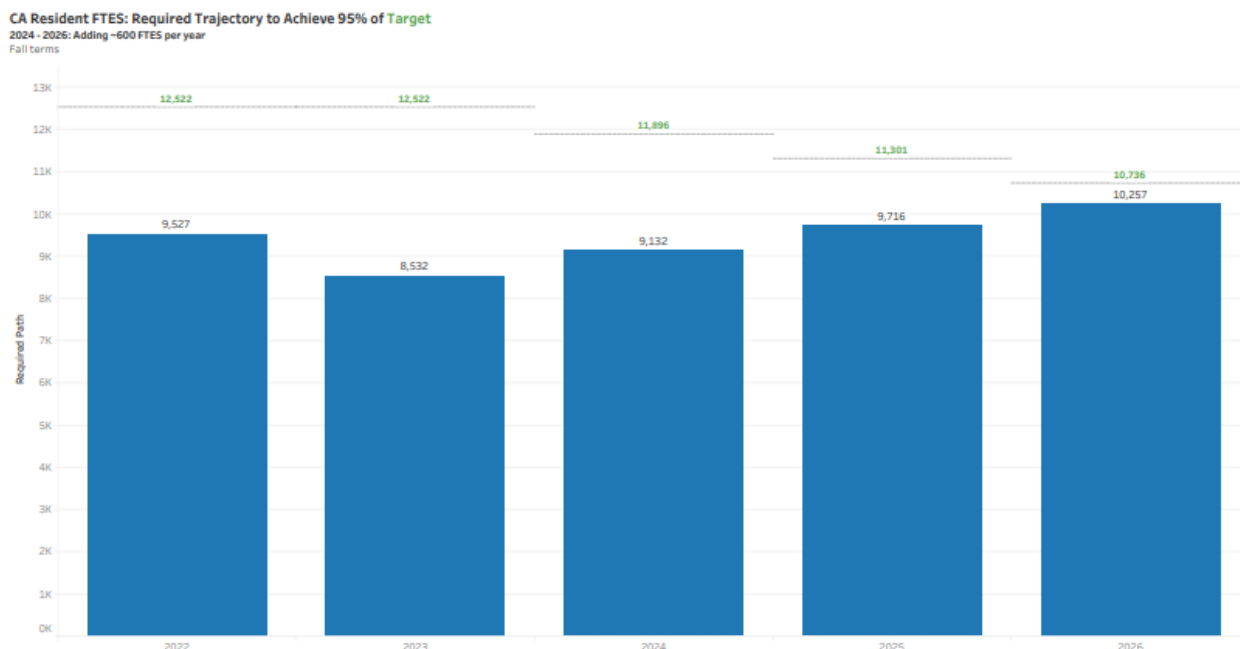


The pandemic also disproportionately impacted Pell eligible students. In the Fall of 2022, Cal State East Bay enrolled 2,023 fewer Pell eligible students compared to the Fall of 2019 (see [Figure 8](#)). A large proportion of Pell eligible students are also first-generation and underrepresented students. Thus, a large share of Pell eligible, URM students stopped-out of the university during the pandemic. These changes in student behavior, impacted by external events, contributed to the overall decline in continuing students progressing through upper division courses (see [Figure 3](#)). As a result, continuing students are currently the largest gap in the enrollment composition of students at Cal State East Bay.

Cal State East Bay has engaged in a number of strategies to affirmatively impact enrollment during the past four years. Many of these initiatives are described in the pages that follow. In addition, the campus initiated the process to end campus impaction effective Fall of 2021. Since then, the campus has extended application deadline dates and expanded admissions access to students meeting eligibility requirements for the CSU. For the upcoming Fall of 2023, new student applications have improved compared to this point in time last year. The campus continues to work diligently with many campus partners to improve yield rates and deliver a strong incoming class. In addition, the campus continues to re-engage students who have stopped-out and develop new retention strategies to support student progress toward graduation.

However, the pathway ahead is challenging. Depicted in Figure 9 is a bar chart showing the required trajectory to achieve 95% of three potential future enrollment target reductions totalling 15% that are outlined in the Board of Trustees [budget reallocation](#) plan. In short, it would require an additional 600 FTES per year for four years for Cal State East Bay to achieve this enrollment level. Increasing enrollment is an urgent matter that we cannot ignore. Each one of us in this robust campus community can positively impact new student enrollment and student retention.

Figure 9: California Resident FTES: Required Trajectory to Achieve 95% of Reallocated Target



Based on our analyses of enrollment trends, our enrollment goals moving forward include targeting the market segments listed below. Our analyses of regional demographic data, in addition to our past campus experience suggest that Cal State East Bay can provide important educational opportunities that match the needs of these market segments.

- Freshmen within the East Bay service region
- Transfer students from regional community colleges
- Students from the Southern California region
- Students in neighboring regions who would benefit from attending Cal State East Bay
- Returning adult students
- Continuing students who have stopped–out

What follows is an overview of the organizational structure of the Strategic Enrollment Management Task Force and many of the recruitment and retention initiatives currently underway at Cal State East Bay.

Strategic Enrollment Management Task Force

Cal State East Bay’s Strategic Enrollment Management (SEM) Task Force was established to develop and plan programs and activities to achieve the University’s goals related to recruiting, retaining, and graduating students. This task force is organized as a set of three interrelated committees to facilitate communication and cooperation among key campus constituents and ensure a strategic approach to supporting our students from the time of their initial application for admission through graduation. Co-chaired by the Provost and the Vice President for Student Affairs and Enrollment Management, a steering committee oversees a recruitment subcommittee and a retention/ GI 2025 subcommittee. This steering committee aligns resources, curriculum and programs to achieve campus enrollment, retention and graduation goals. The recruitment subcommittee oversees the development and implementation of strategic outreach and marketing efforts to enroll new students from regional, statewide domestic and international populations. The retention/GI 2025 subcommittee is charged with developing and implementing sustainable strategies and practices to increase student persistence through degree completion.

The following strategic enrollment management plan will review many of Cal State East Bay’s recruitment and retention initiatives. A focus is placed on outreach activities, the campus marketing and communications plan, community partnerships that make up our efforts to increase and sustain campus enrollments and services and programs to increase retention and graduation rates. Embedded throughout this document are links offering examples as well as tables and assessments showing the preliminary outcomes of many of these initiatives.

STRATEGIC ENROLLMENT ACTION PLAN

Objective 1: Increase New Student Enrollment and Yield Rates

Focus Group Research

A team of enrollment management staff collaborated with Institutional Research to conduct focus groups regarding admissions in the Spring of 2020. Questions centered around student predisposition to attend college, the college search process and what factors mattered when students made their final college choice. Particular focus groups were also established to explore the college decision-making process of traditionally underrepresented student groups. Based on these findings and best practices in college recruitment and admissions, the following programs and initiatives have been developed and are underway.

Student Outreach Team

Student Outreach fosters relationships with high schools and community colleges, encouraging external constituents to view our campus as the school of choice for the region, and establishing a campus-wide approach to serving prospective students and families. The goal is to recruit and enroll a diverse student body that is prepared to succeed, persist, and graduate from Cal State East Bay. Specific goals of Student Outreach are listed below.

- Increase and shape Cal State East Bay awareness/interest through strategic marketing and communication utilizing a variety of platforms and engagement opportunities.
- Inform students of admission requirements.
- Recruit academically qualified students and a diverse student body consistent with University enrollment goals.
- Promote an inclusive environment for prospective students.
- Serve as a liaison, resource, and professional conduit between the Office of Admission/University and the community.
- Effectively collaborate on recruitment efforts with Divisions, Colleges, Departments, Alumni, and other campus partners.

Outreach Team Structure

The Outreach department is composed of three teams led by the Director of Outreach and includes Counseling, Events & Marketing, and the Welcome Center. The counseling team has six counselors who focus on advising, hosting workshops, representing Cal State East Bay at college fairs, and providing additional recruitment services in the Bay Area and throughout California and WUE states. The events and marketing team is responsible for all large-scale events hosted for prospective and admitted students, the Future Students website, all printed materials and electronic communication with prospective students, and maintaining an inventory of marketing materials for partner schools and events. The Welcome Center, led by the Welcome Center Advisor and the Office Manager, oversees the Student Ambassadors who host campus tours for prospective students and families, group tours for high school and community college groups, and maintain the phone, email, and chat lines for all prospective student inquiries. The strategy for

each of these teams can be found in the “Recruitment Strategy” section below. For an at-a-glance view of our annual schedule, please reference the Outreach [cadence calendar](#).

Outreach Training and Ongoing Development

Each year, the outreach team undergoes extensive training during the summer in which they create a shared vision, identify strategic priorities and partnerships. They review enrollment trends, admission and yield data from the previous year to create a recruitment plan for the upcoming season. They also meet with academic and co-curricular departments to get current information to share with prospective students. Monthly training sessions are also scheduled to ensure outreach staff are updated as needed on policy and program changes. The Outreach staff also maintains a high level of visibility in the professional associations listed in the attached [link](#). These affiliations provide the team with professional development opportunities as well as connections to key individuals in the admissions profession and community partners who help promote college attendance.

Recruitment Service Areas

Six Outreach Counselors are assigned approximately 30 feeder high schools and community colleges (see Figure 10). The Welcome Center Advisor is responsible for select high schools, WUE states, and local schools based on enrollment trends. Counselors visit their feeder high schools and community colleges three times per year for presentations. Campus highlights, CSU overview, application process, next steps workshops and advising appointments are offered. Feeder community colleges are visited at least once per month for student appointments and information nights. Counselors are available at least 4 hours for advising per week via YouCanBook.me. The Welcome Center advisor is available 8 hours per week for advising. This admissions advising is offered at Cal State East Bay. In addition, counselors attend on-site advising appointments at high schools and community colleges. Counselor teams also host open admissions workshops twice per month and more frequently if needed based on the recruitment season (recruitment, application, or yield).

Prior to the start of each semester, counselors share their [proposed schedule of visits](#) with their partner schools to ensure we are adequately serving our region and meeting the needs of counselors and students.

Figure 10: Service Area by County

Service Area by County (all high schools and community colleges in county served by representative unless noted otherwise)	Representative
Local Alameda County	Matt Malepeai
North Alameda County	Marc Strong
Tri-City (Fremont, Union City, Newark)	Sandra Perez
Central Valley	Sandra Perez
Contra Costa County (high schools)	Matt Malepeai
Contra Costa County (community colleges)	Jamee Robbins
Napa County	Jamee Robbins
San Francisco County	Gaby Lomeli
San Mateo County	Gaby Lomeli
Santa Clara County	Carmen Crum
Solano and Sonoma Counties	Jamee Robbins & Matt Malepeai
Southern California	SoCal-based Counselor (currently vacant)
Out of area/Out of state	Welcome Center

College Fairs

Each counselor attends approximately 120 college fairs annually from the statewide organized Transfer Days/College Nights list and within their own network of partner schools. Counselors maintain campus exposure, meet students, inform students/families of admission requirements, and collect inquiry cards. Counselors also attend college fairs and expos such as the Black College Expo, Latino College Expo, First-Gen College Fair in San Francisco, Feria De Educación, Umoja Conference and others. For a detailed summary of the fall college fair schedule, please see the [2022-23 Transfer Days/College Nights \(TDCN\) and college fair schedule](#).

Recruitment Events

Each year, the Outreach office plans and coordinates roughly 15 small and large scale events to support the overall recruitment plan. Events are hosted during the recruitment and application season for students and their families to learn more about Cal State East Bay and to encourage students to apply. Events typically include preview day, Transfer Fridays, a counselor breakfast, college fairs and campus highlights and application workshops.

During yield season, events are hosted to encourage students to accept their offer of admission. Receptions are offered in the Southern California region for admitted students, pioneer days and Transfer Fridays are hosted with feeder schools, in addition to next steps workshops, college fairs, and a welcome day on the Cal State East Bay campus.

Listed below on Figure 11, is a full list of high profile 2022-2023 events, as well as their descriptions.

Figure 11: High Profile Admission and Yield Events 2022-2023

Preview Day (collaboration with Forever Pioneer Day)
Transfer Fridays
Counselors Breakfast
Admitted Student Reception: Greater LA Area
Admitted Student Reception: Riverside/Ontario area
Pioneer Days (local receptions for feeder high schools & community colleges)
Welcome Day
WACAC College Fair
NACAC College Fair

Preview Day

An event on campus to provide interested prospective students with an opportunity to learn more about Cal State East Bay, campus life, support services, admission requirements, financial aid, housing and more. It's an opportunity for students to get a sneak peek of the campus and to encourage applications for fall admission. Preview Day typically draws 1,000 students and family members to campus and typically takes place in October.

Transfer Fridays

Transfer Fridays is our newest program for feeder community colleges. Prospective/admitted community college students are hosted to campus tours, CSUEB student panels, resource fairs, workshops, and lunch. Visiting students are encouraged to mix and mingle with current students and faculty.

Welcome Day

This is our largest yield event welcoming incoming admitted freshmen and transfer students for the fall semester. Students get a more in-depth look at CSUEB and learn about CSUEB's four academic colleges and majors, the university's student support services, student life and leadership programs and more. This is an opportunity to sell the campus and entice students to accept their offer of admission and ultimately enroll. Last year marked the largest Welcome Day in CSUEB history with over 4,000 students and family members in attendance. This program is offered in April.

Pioneer Days

This program is designed to help admitted students from select local feeder schools become better acquainted with the University, on a more personal level, and learn why Cal State East Bay should be their number one choice for college in the fall. These are held on the partner institution's campus per their request. The goal is to encourage students who are still in the prospect stage to engage with Cal State East Bay through the excitement and celebration of admitted students.

Welcome Center

The Welcome Center's Services include daily campus tours, group tours for visiting high schools, community colleges, and special student outreach programs. In 2022, a full time advisor was added to the Welcome Center to offer in-person and virtual pre-admission advising for high school, community college, and returning students. Student ambassadors provide campus tours (in both English and Spanish) and administrative support at the Welcome Center. Student ambassadors are trained extensively in Salesforce, YouCanBook.Me, Cal State Apply, and other Outreach services in order to provide prompt service for prospective students who call or chat. Student ambassadors also serve on panels for prospective students to provide insight on the student experience. In 2022-2023, the Welcome Center will be updated with [two murals](#) on the exterior of the SF building, window signage, new interior paint and pictures. This physical update will provide a more welcoming and professional appearance and make the location of the Welcome Center more prominent to visitors.

Tour Services

We offer daily, on-campus tours hosted by our student ambassadors. Tours are given in a story-telling format, describing the student experience around campus rather than pointing out buildings. Tours include stops at all buildings, a tour through the CORE building, our new library and student learning commons that opened in August, 2022, and a housing tour. Beginning in late October, students and their families can take a comprehensive virtual tour of campus online through our YouVisit tour. Students can request more information, apply to Cal State East Bay, and schedule an on-campus tour from this virtual tour platform. Students may also take a self-guided tour using our campus brochure.

Out of Region Recruitment

A Southern California based counselor will be added to the team during the 2022-23 AY to support recruitment and yield activities in top feeder regions of Southern California, primarily Los Angeles and the Inland Empire. This counselor will be responsible for the bulk of the Southern California recruiting. Specific duties will include providing CSUEB presentations to students, counselors, and parents and meeting with counselors to maintain professional networks and increase the general awareness of Cal State East Bay. Since prospective students consult with their high school and community college counselors for advice regarding their college choice, based on focus groups held by Student Affairs, the relationships we cultivate with our high school and community college partners are especially important to enrollment efforts. The Southern California counselor will also provide application and transcript reviews and meet with students individually at community colleges to advise them on their transfer pathway (ADT).

Southern California Admitted Student Receptions

Cal State East Bay invites admitted students to three locations in Southern California – Anaheim, Los Angeles and Riverside – to a welcome reception providing an opportunity to learn more about the university and meet other students planning to attend in the fall. Additionally, various CSUEB campus representatives travel with the outreach staff to promote their programs and departments and to discuss next steps to ensure successful enrollment. These departments include Financial Aid, Housing, Student Life and Leadership, General Education, and current CSUEB students.

These events typically draw in over 900 future students and family members and take place in March.

East Bay College Agile Network (EBCAN)

EBCAN is a collaboration established in 2020 by Cal State East Bay and the Chabot-Las Positas Community College District (CLPCCD). This partnership aims to increase transfer rates and provide support for degree completion, including a bachelor's degree, associate degree or career certificate. The program offers access to our degree audit to students who self identify as interested in transferring to East Bay in certain majors. These transfer students can track their degree progress while taking classes at the community college, and be acclimated to our audit system by the time they enroll at Cal State East Bay. In addition, we can engage with this group through intentional actions such as special financial aid workshops, invitations to events on campus, specific Cal State East Bay recruitment and yield events and reminders about when it's time to apply. This program is set to receive \$1 million from the U.S. Representative Eric Swalwell (CA-14) as part of the Fiscal Year 2023 Omnibus Appropriations Bill. In the next 5 years, we hope to roll this out to other feeder community colleges.

California Promise

The California Promise is a program established through California Senate Bill 412 to facilitate graduation in four years for freshmen, and two years for transfer students. The California Promise program is open to California residents for purposes of in-state tuition eligibility. The benefits of participating in California Promise are: 1) Advising specific to graduating in two years, 2) Early registration time and 3) On-time completion of the degree can save students money.

Associate Degree for Transfer (ADT)

The ADT programs were designed to help students transfer to a CSU and graduate with only 120 units. To graduate from the CSU with 120 units, students need to choose a bachelor's program that's similar to the one in which they earned your associate's degree at community college. At our campus, we have grown the list of associate degrees for transfer to allow more opportunities for students to transfer under this program.

College Futures

In August 2022, the College Futures Foundation funded a grant to inform tailored re-engagement efforts to increase both transfer and retention rates—especially among historically underserved students. As an initial phase, Cal State East Bay (CSUEB) and San Francisco State University (SFSU) will collaborate with Bay Area community colleges to conduct a 12-month comprehensive study of regional community college and four-year students who have stopped out. This research is to deepen our understanding of why community college students stop attending college—or state universities if they transferred before stopping out—so that we can remove barriers impeding their successful degree completion. The study will focus on three areas while intentionally strengthening and fostering effective partnerships between Bay Area community colleges and both CSUEB and SFSU. These areas are listed below.

- Reach and inform prospective university students early in their community college careers

- Re-engage students who have stopped attending community college or university
- Improve transfer student experiences at CSUEB and SFSU

Transfer Agreement with Evergreen College

Established in Fall 2021, we rolled out a transfer agreement for Evergreen Valley College (EVC) students who are interested in transferring to Cal State East Bay. EVC students who meet admission criteria outlined in the [transfer agreement](#) are guaranteed admission (excluding Nursing and Music). The goal for this program is to increase the number of interested, eligible applicants in the San Jose area.

Prior to the start of this agreement, we saw that application and transfer rates from EVC were an area of potential growth for our campus to increase CSU enrollment for regional, Bay Area students (especially those who are interested in impacted programs at partner institutions). Since the agreement has been in place, we have seen the number of applications and enrolled students increase from EVC.

Memorandum of Understanding with Holy Names University

One new opportunity recently presented is the potential transfer of students currently enrolled at Holy Names University. This campus will close at the end of the academic year 2022/2023 and CSU East Bay is partnering with Holy Names through a recently established MOU to provide a smooth transition for those students who wish to continue their studies at Cal State East Bay. We are contacting these students now and have created an expedited process for them to be admitted. We anticipate this will result in many of these students choosing to enroll at Cal State East Bay in the Fall of 2023.

Expanding Cross Enrollment

Cal State East Bay updated our Cross Enrollment program in the Spring of 2023 to allow students enrolled at least half time at all California Community Colleges to cross enroll in a course at CSUEB free of charge. In addition to the California Community Colleges, we also have agreements and allow participation from the following local universities: Mills, Holy Names, St. Mary's, JFK University, and UC Berkeley. Many other CSU campuses currently permit cross enrollment with all California community colleges. The expanded program will also simplify the application process.

Working Professional Task Force

Estimates of working aged adults in California with “some college, but no degree” exceed three million individuals. We know that some of our departments and programs primarily serve the adult working professional segment with online, hybrid, low-residency, and part-time degree programs. More and more students and faculty have become accustomed to learning and teaching in remote formats. Students are finding us and we are able to serve them. The [Working Professional Task Force](#), will develop a plan to expand enrollment of students who are often described as “working adults,” “nontraditional,” or “working professional students”. This task force will examine how we can serve more local working professionals by deploying more proactive and systematic recruitment strategies and ensuring our programs and services are designed to meet these students’ unique needs.

Regional Efforts

Collaboration with our CSU partners in the Bay Area is crucial to the success of our prospective students in the region. To best serve our region, we provide the following on behalf of Bay Area CSUs:

- We provide regional application support by hosting virtual and in-person Cal State Apply workshops that help students start and complete the application regardless of which CSU they are applying to;
- Host regional counselor meetings with CSU partners;
- Support CSUs at college fairs that they are unable to attend by providing materials to students who might be a good fit for a regional campus;
- Refer students to other CSUs who offer programs that we don't offer;
- CSUEB hosts an Ed Summit, a regional event for middle and high school students and their families to learn more about their options beyond high school (community college, public and private four-year universities, and much more). We invite partners at CSUs, CCs, UCs, private universities to participate in panels, table at our resource fair, and host workshops on financial aid, admission, and how to get to college;
- Support redirection of students who did not get admitted to their first choice CSU by processing their application for CSU East Bay and communicating with them about admissions; and
- Host general CSU presentations to represent all 23 campuses at high schools and community colleges.

Removing Institutional Barriers

The Student Affairs and Enrollment Management Division has worked over the past four years to remove institutional barriers and improve services to current and prospective students within the division and in collaboration with other institutional partners. Some examples of these new services and process improvements are described below.

Admissions

The Office of Admissions is composed of five units working cohesively to assist, communicate, and evaluate applications of prospective students and to provide them with degree audit reports once they choose to attend Cal State East Bay. Numerous adjustments have been made to improve the efficiency and accuracy of these units. A few of these improvements are described below.

- Text Messages - Admissions partners with Academic Affairs to identify and text admitted students not yet enrolled in classes to encourage them to seek help by attending the Peer Academic Coaches' Enrollment Assistance sessions.

- Tele-campaign - In collaboration with Orientation, Admissions conducts a tele-campaign to encourage admitted students to submit their SIR (admissions confirmation). Recently, phone calls were made to approximately 1,200 students to submit their SIR by the May 1 deadline.
- Email and text Communications - In addition to Salesforce Journeys sent by Student Outreach, Admissions sends various emails and texts to notify students of pending documents and admission offer deadlines.
- SIR Improvements - For Fall 2023, improvements were made to the SIR, streamlining the process to facilitate student payment of their enrollment deposit.
- Cal State Apply - In collaboration with Student Systems and Academic Programs and Services, the Admissions Office is responsible for coordinating the majors available for applicants to apply to at both the undergraduate and graduate levels. To aid in the enrollment efforts, Admissions has remained flexible and supportive of departmental requests to extend filing periods and deadline extensions.
- Admissions has been supportive in assisting academic departments in their transition from self-support programs to state side.
- In collaboration with Academic Programs and Services, enhancements were made to improve the student experience and facilitate departmental application processes.
- Extension of Deadlines - Admissions is committed to provide the best possible customer service while adhering to strict admission requirements. One of the very few things Admissions can do is to extend deadlines. We are now the only CSU that is open for applications until February 15, allowing students ample time to submit applications. Although the published deadline to accept the admission offer is listed as 5/1 for Fall, we often allow students to accept as late as mid-July. While these extensions are extremely difficult for the office, we believe these extensions allow us to best serve the students.

Financial Aid

Particular focus has been placed on automating financial aid processes in the past four years. Current operations are vastly improved with students receiving timely, accurate services related to their financial aid awards. In addition, Financial Aid is an important component of the coordinated services offered to students. Below are a few of their improved services.

- Financial Aid (FA) offers regular online workshops to students and families. These workshops are offered online and are extremely well attended, serving 300 - 500 students and parents per session and get positive reviews from attendees.
- Financial Aid counselors attend admissions workshops at high priority schools and provide Hayward Promise and Oakland Promise workshops at high schools and community colleges within those geographic regions.
- Produces a Financial Aid Newsletter that is sent to top-feeder schools with important dates and best practice information for students and counselors.
- Provides financial literacy events for transfer students at community colleges to ensure that students don't exhaust their Financial Aid eligibility once they transfer to Cal State East Bay.

- Revised Satisfactory Academic Progress policy and provides training to staff, faculty, and high school and community college counselors regarding the revised policy and other regulatory best practice information to help students attain and maintain aid eligibility.
- Established strong partnerships with Academic Affairs to strengthen support for students who are not meeting satisfactory academic progress.
- Centralized and streamlined campus scholarship administration and strengthened engagement with University Advancement Division to reduce unnecessary restrictions and simplify application processes for students.
- Purchased ‘Course Auditor’ for implementation to guarantee that financial aid recipients maintain their path towards graduation and to drastically reduce the possibility of losing their aid eligibility along the way.

Student Systems

The Student Systems team has been increased in the past three years and have introduced several improvements to student affairs processes. A few of their current and past projects are listed below.

- Continue to enhance self-service functionality (Fluid) for students utilizing current platforms. This includes working with student finance to improve the information and processes related to billing and payments.
- A new student portal called MyCompass was created as a virtual “one stop shop” for matriculated students which allows them to effortlessly track their progress, schedule appointments, and transact university business. It integrates current student systems, such as MyCSUEB, Blackboard, and Bay Advisor all in one place. MyCompass empowers students by linking their “to do” items with actionable options. It is mobile friendly allowing students to access information on their preferred device.
- Collaborated with the Office of the Registrar to implement a pilot program for batch graduation to award student degrees more quickly and efficiently.
- Collaborated with internal departments and our external partner, Stellic, on the implementation of a degree planner for students. A pilot program for the College of Business and Economics is scheduled for March 2023. The goal is to expand the program to all departments in the future.
- Worked with the Office of the Registrar to expand the number of departments submitting advisor requests for the major section of the degree audit report. This maintains the accuracy of the degree audit report when a department approves a course substitution for the major, and enables students to easily and effectively track their progress to degree.
- Continue to collaborate with the Office of the Registrar to develop MyCSUEB student guides to be posted online. These guides help students know how to view and search the class schedule, find open sections, add/drop classes, change grade type, enroll in installment payment plans and more. This is all part of our efforts to support student enrollment experiences.
- Supported Outreach and Recruitment efforts by providing data and analysis for enrollment and application campaigns.

- Supported Admissions by providing enhancements for transfer credit and transcript processing. Enhanced the SIR (admission acceptance) process to create a better and less confusing experience for students.

Student Finance

- Changed the drop for non payment threshold beginning Spring 2023 from \$500 to \$1600 so fewer students are dropped from their classes.
- Implement automated communications with customized billing information for students.
- Dynamic billing content built into the payment system.
- If funding exists, the campus will pay balances for students who are on the drop list in specific categories. such as graduating seniors and new students.
- Scheduled to go live in March 2023, updating the payment system (Cashnet) with dynamic billing functionality, making it easier for students to understand their bill and required payments.

Outreach and Retention Collaborations

Academic Colleges

Each semester, Outreach meets with leadership from each College for updates about majors, programs, and resources; collaborate on upcoming events; and identify key programs the Colleges would like to highlight in the upcoming recruitment cycle. Some of the ways we partner are:

- Associate Deans are sent lists of newly admitted transfer students. The Associate Deans coordinate departmental communications to the students about advising/enrollment;
- Faculty are frequently involved in recruitment and yield activities such as high school and college visits.
- Colleges invite prospective students to events for current students such as the CBE's Women in Leadership Panel so students learn more about the campus experience.
- Each College provides a "cheat sheet" for the counselors to use while on visits that provide a high-level overview of their program as well as ways our programs stand out from other campuses.
- Faculty offer "Flash Classes" at large campus events. These are 15-20 minute classes for prospective students to get a feel for the academic experience at CSUEB.
- Outreach identifies department liaisons for prospective students to ensure a warm handoff for follow-up questions.

Housing and Residence Life

Housing conducts residence hall tours that have been built into the overall campus tours to showcase living on-campus. Students that are not able to visit campus in person may also view a virtual residence hall tour that takes them through the different living options based on class standing. Housing attends in-person outreach events for out-of-service area students to promote the on-campus living community.

Student Equity and Success (SEAS) Programs

Student Equity and Success (SEAS) provides student success programs and services designed to retain, graduate low income, first generation, historically underrepresented and underserved student populations. These programs include the Educational Opportunity Program (EOP), the Excel Program, GANAS (Gaining Access 'N Academic Success), Pacific Islander Asian American (PIAA), the Renaissance Scholars Program, and the Sankofa Scholars Program. SEAS participates in outreach events to support student enrollment, new student orientation, academic advising, other wrap-around programs and activities.

Diversity and Inclusion Student Affinity and Resource Centers

Three new student success centers were established in the Spring of 2022: Black Student Success Center, Latinx Student Success Center, and an Undocumented Student Resource Center. Additionally, significant renovations to the Diversity and Inclusion Student Center (DISC) created dedicated spaces for other affinity-based student success units including a center to support Asian, Native American, and Pacific Islander and other student populations that have achievement and equity gaps. These initiatives were implemented to enhance students' sense of belonging and contribute to the retention and graduation success of these students.

Transfer Student Programs

Transfer Student Programs serves as a resource hub for transfer students to access the support necessary to achieve their desired educational goals. They provide support for students who have recently transferred to ensure a sense of connection and engagement. This program pairs incoming transfer students with transfer ambassadors who help them acclimate to the university community.

Student Life and Leadership

Student Life and Leadership Programs collaborates with many campus partners to plan and implement New Student Orientation. This program has been improved to provide information to new students to facilitate their transition to the university. In addition, Student Life and Leadership Programs oversees student clubs and organizations, hosts a variety of student leadership conferences and workshops throughout the year and coordinates with various campus partners to host a diverse variety of campus life programs and events.

Alumni Engagement Opportunities

- Plans a "Future & Forever Pioneers" community/campaign that connects prospective students with alumni via yield events, panels, and postcards.
- Alumni who opt-in receive a batch of pre-addressed and postmarked postcards to write to admitted students in March to share more about why they chose East Bay, what they did afterwards, and invite them to yield events.
- Hosts an alumni panel at Welcome Day with a meet and greet so students can provide mentorship opportunities and build connections.
- Invites local alumni to regional yield events (SoCal & Central Valley receptions).
- Alumni/Outreach host LinkedIn workshops for admitted students showing how to use the LinkedIn alumni search tool to network with alums who are either in fields or at companies

they want to pursue, or studied the major they are interested in.

Athletics

Pioneer athletics participates in outreach events to support student enrollment, and recently added more students to their teams which should have a positive impact on enrollment. The coaching staff will promote Cal State East Bay and Pioneer Athletics through their recruiting efforts locally, nationally and globally. Pioneer Athletics will attract student-athletes from diverse backgrounds and will promote their academic, athletic, professional and personal development. Pioneer Athletics is devoted to the physical, emotional and social welfare of our student-athletes and will provide off-campus experiential learning opportunities, as well as work to promote the on-campus experiences that Cal State East Bay has to offer outside of athletics and academics. We work to increase student-athlete awareness of campus resources and activities and ensure the growth and success of our student-athletes.

University Communications

This department supports the development of communications to prospective students throughout the recruitment process. Communications include the campus website, social media, videos, print publications, digital ads, etc. A detailed listing of marketing and communication efforts is included below.

Collaboration with High School and Community College Counselors

We consider educators “colleagues in education” and thank them for all their hard work preparing students and supporting East Bay by recommending students to apply to the University. We serve as a resource to educators and they call us frequently with questions about students or requirements. In turn, counselors invite us to their schools and send student transcripts, etc. To cultivate the support of local counselors, we send annual view books, CSUEB posters, event invitations and news/updates. We also host annual counselor appreciation breakfasts in Hayward and in Los Angeles.

Enhanced Marketing and Communications Strategies

EnrollmentRX and Salesforce

In the past year, Enrollment Management has worked closely with Information Technology Solutions (ITS) to implement a prospective student portal to facilitate communications and business workflow for prospective students. In the next year, we will continue to expand the communications and functionality of this new tool. CSU East Bay is utilizing Enrollment RX, a CRM that allows our campus to manage and track, and engage with prospective students. The data collected also provides data to assess programs and visits to enable continuous improvement. The CRM includes the following features:

- Communication (in addition to our current communications efforts in the following section);
- Event management;
- Prospective/applicant student portal to deliver dynamic and relevant content;
- Territory management;
- Data and reporting; and
- Lead scoring of prospective students.

Beginning March 2023, prospective students and applicants will have access to this portal to view customized information based on their application status. The portal will include components such as the virtual campus tour, videos, important reminders, “To Do” list items, the student’s application status, and the ability to view and sign up for events.

Emails and text messages

(For a detailed list of the Outreach Communication Plan - including direct mail, text messages, and email - please see [this spreadsheet](#).)

- Automated email message streams referred to as “journeys” are customized to communicate with students at various stages of the application cycle.
- We text students as needed.

Digital Marketing Vendors

Continue to utilize a vendor to deploy digital marketing campaigns through the enrollment cycle. We will assess results each year and adjust the messaging accordingly.

Taglines we are using this year include:

- Invest in your future;
- Find yourself here;
- Start your journey today;
- Your future is bright;
- Finish what you started;
- You were made for greater things; and
- You were meant to achieve your dream.

Media Brokers International (MBI) - vendor for digital advertising. Preliminary data regarding outcomes of this digital marketing can be found [here](#).

- Social Display Contextual – Cross-device social display ads, targeting prospective students and their families who are searching for or consuming content related to continuing education, 4 year degrees and related terms
- Social Display 17-30 years old – Cross-device social display ads, targeting prospective students 17-30 years old
- Social Display-Site Retargeting/Engagement Retargeting – Cross-device social display ads, retargeting prospective students and their families who engaged with a campaign ad or visited the recruitment pages of CSU East Bay
- TikTok – Lead form TikTok ads, targeting prospective students ages 17 to 30 in Alameda and Contra Costa counties with an interest in education;
- Meta (Facebook/Instagram) – Lead form Meta ads, targeting prospective students 17 to 30 years old in Alameda and Contra Costa counties with an interest in education. Placement will likely be more Instagram than Facebook, but performance will be the guide;
 - a. Paid Search – Text ads in the search results of Google, targeting relevant terms.

Univision

- Vendor for email and social media in Spanish targeting Spanish and Latinx students and their families (10K)
- Targeted Email – First party Spanish-speaking/Latinx audience who have opted-in
- Social Media Post – Univision Facebook channels
- [Public Service Announcement](#) through Contigo aimed at parents with college-aged children

Translation services

- New print advertisements are translated from English to Spanish to ensure we are reaching our local communities
- AC Transit Bus - Inside and outside of buses

Shelter Ads, Geofencing and Airport Ads

- Bus shelter ads and geofencing near De Anza College and Evergreen Valley College (March - May 2023)
- Digital Ads at Oakland International Airport - [airport ad](#)

Motimatic

- Motimatic targets digital advertising to drive specific actions (*apply, SIR, and enroll*) to selected populations. Preliminary data regarding the outcomes of these marketing campaigns can be found [here](#).
- Below are the targeted audiences for for Spring and Fall 2023
 - November 2022 - February 2023: Discontinued students to reapply for Fall 2023
 - November 2022 - January 2023: Continuing students not yet enrolled for Spring
 - April 2023 - June 2023: Students admitted for Fall 2023 but have not yet submitted their SIR
 - May 2023 - June 2023: New and continuing students who are eligible but not yet enrolled for Fall 2023 (this will continue into July/Aug 2023)

Videos

The creation and use of short videos will be utilized in communications and presentations to prospective students and applicants. Examples include:

- “Meet our Students” series of 8 videos; 4 of these videos have been created:
 - [Message from Ashmita](#)
 - [Message from Trinidad](#)
 - [Message from Angel](#)
 - [Forest Jones Social Science](#)
- Videos from President Sandeen
 - [Ed Summit 2022](#)
 - [Welcome Day video](#)
 - [Spring 2022 Admit video](#)
- [TikTok Ads](#).
- Instagram
- Twitter

- Facebook
 - Videos from colleges and departments
- Created a [video of class modality](#) to help students understand how they can attend classes, which can be utilized in communications. Also created a video on how to enroll in classes. Continue to create content so students can more easily understand processes.

Campus Virtual Tour

In November 2022, we launched a new [campus virtual tour](#) that allows prospective students and their families to view and learn about our campus virtually. The tour is embedded in multiple places on the university website, and used in marketing materials, communications and presentations. The tour is also included in the new prospective student portal.

News Stories

In collaboration with UComm and as part of our joint marketing plan, we utilize articles and news stories to share campus highlights and garner interest in Cal State East Bay. We publish these news stories on our social media feeds and link to them in journeys. Examples of these include:

- [CORE: Support for students](#);
- East Bay bucket list: [Best of the Bay](#);
- East Bay bucket list: [Summer outdoor fun Childhood nostalgia](#);
- [New Black Student Success Center Receives First Major Gift](#);
- [First-Year and Transfer Students Receive iPads, Laptops](#);
- [A 'STEP' in the right direction](#); and
- [Fall 2023 Application Period Starts October 1](#).

Phone Campaigns

Phone campaigns utilizing students, staff, faculty and alumni target various audiences with specific calls to action such as submitting an intent to enroll or registration of new students or continuing students who have stopped out or taken a semester off.

Prospective Student Website and Social Media

Students can apply online and complete a “Request for Information” form to receive more information. This data populates the prospective student database in salesforce and triggers communications. Students may also stay “connected” with us via CSUEB Outreach on Facebook, Instagram and Twitter.

Beginning March 2023, prospective students can also view an online portal with relevant content that will be frequently updated, providing information about Cal State East Bay, what we offer and why they should apply. The portal also lets students view their application status and To Do List all in one place, making the admissions process easier and more streamlined.

Print Mailings

Mail postcards or marketing objects to admitted students encouraging them to submit their SIR. In April 2022, over 7,000 emoji grams were mailed to admitted students in the Bay Area. Outreach creates and manages 100,000 – 150,000 pieces of postal mail annually related to

enrollment services (recruitment, admission, and registration). Outreach also supports divisional-wide campaign efforts, such as Transfer Programs, GANAS, Sankofa, EOP, EXCEL, etc. This is a dramatic decrease in output as compared to 10 years ago – considering the increased use of email over time.

Print Media

Outreach is responsible for the coordination, editing and duplication of 30 recruitment print pieces each year, with the design support of University Communications. These items are primarily used for the recruitment team as giveaways at college fairs to invite students, families and counselors to upcoming events, to promote the University, to invite our “customers” to campus, etc.

Objective 2: Increase Undergraduate Retention and Graduation Rates

The Student Success and Retention committee will continue to develop and implement strategies to improve retention and graduation. Examples include examining the fall enrollment trends (waitlists, students less than full time, etc), how departments can update the degree audit throughout a student's career and utilize the degree audit as a major check, targeted communication on payment deadlines/processes and how to contact an advisor.

Freshmen & Sophomore Success Team

All freshmen have a designated academic advisor who will begin working with each student as soon as they submit their Student Intent to Register and will continue to do so through the student's sophomore year (or when they earn 60 semester units). In the largest majors and critical service courses, including English and Mathematics, sections were reserved for these students. The advisors provide students with their major program roadmaps and register students for all of their classes in the student's first semester and most of their classes for the second semester. The advisors, as guided by the roadmap, try to ensure that the students meet all lower division requirements before reaching junior standing. They do ensure that students take all of their "Golden Four" requirements during their freshman or sophomore years.

Who is My Advisor?

Beginning with the Fall 2020 transfer cohort, students were told to contact a particular email address for access to their program roadmaps and assignment to an academic advisor. A large percentage of students used this service to connect with an academic advisor well before orientation, aiding their ability to enroll in appropriate coursework in their first semester. In Fall 2021, the service was expanded to all students on campus using the address whoismyadvisor@csueastbay.edu. Any student now is able to write to ask about which faculty or student services professional they should contact with particular questions (e.g., GE requirements, changing majors). For those whose questions cannot be directly answered, the students are referred to specific advisors on campus. The typical turnaround is less than one business day.

15 to Finish

In addition, academic advisors support the comprehensive communication campaign to encourage students to take 15 units per semester with information about the benefits of graduating in four years.

Transfer Student Advising

If a transfer student has an ADT, we have an advisor who onboards them and provides them with their degree roadmaps before the students are directed to college advising centers. The Program for Accelerated College Education (PACE) also participates in outreach events to support transfer student enrollment in this program. Peer Academic Coaches are available to coach new undergraduates in transitioning to CSUEB and help them enroll in courses.

First Year Experience Program

Through its Freshman Year Experience (FYE) Program, Cal State East Bay strives to provide a coherent first-year package of learning and networking experiences with the goal of helping students build community, develop skills, and access resources and opportunities. The program forms the foundation for academic growth and supports students as they embark on their academic journey at Cal State East Bay.

Career Services

Establishment of a Scaling Careers Services Task Force to review options for scaling career services and recommending a path forward to substantially increase the provision of career services for every Cal State East Bay student. Over 60% of students at Cal State East Bay are the first in their families to graduate from college and may not have the professional networks or the social capital to seek their first professional job. Ensuring that all students have access to robust career information and placement post-graduation will have lifetime economic benefits and will solidify Cal State East Bay's role in supporting the regional workforce.

Counseling and Mental Health

The Counseling Center has worked diligently for the past few years to increase access to mental health counseling through embedding counselor positions in Housing, SEAS, and the Concord Center. These triaged counselors will triple appointments in the Housing Clinic, and provide training to pro staff and student assistants at least once per semester. The counseling center will also serve at least 15 Concord students, and provide at least one outreach presentation per semester to Concord Center students.

Re-engaging Latinx and Black Students

In 2022, we received \$20,000 in funding from the Chancellor's Office for a [campaign](#) to encourage Latinx and Black students who have previously attended but are not currently enrolled to re-enroll for the Fall 2022 or Spring 2023 term. We will continue to reach out to these students.

Pioneer Boost Program

Funding was provided in Summer 2022 and Winter 2023 to pay for summer and winter intercession classes. Funding was also obtained for Summer 2023 via the Chancellor's Office 2022-23 Campus Funding Opportunities program. We will continue to seek funding to offer this program in future years.

New Degree Planner "Stellic"

Beginning in March 2023, the campus is implementing a new degree planner using the vendor "Stellic" as a pilot program for students in the College of Business and Economics which will allow students to more efficiently plan their path to degree. The intention is to roll this out to other colleges and programs in the near future.

Graduation Workshops

We regularly host graduation workshops for students to better understand the graduation process and ask questions. Recordings of graduation webinars are posted online to make them accessible to students.

Capacity management

In collaboration with Institutional Effectiveness & Research, the Academic Affairs Division analyzes metrics for identifying enrollment demands and capacity shortages as an approach for managing waitlists and directing resources to address bottlenecks. Course sections are added as needed to address demand, waitlists are carefully managed and cleared, and room utilization is increased. Interactive dashboards are used to monitor enrollment. These dashboards include highly visual reports that allow for the quick identification of individual sections at or exceeding capacity. Additionally, these reports feature visual scaling of data to indicate specific bottlenecks size relative to other courses offered.

Fluid Functionality

CSU East Bay also implemented fluid functionality that replaced the classic PeopleSoft portal with updated views and features, making it easier for students to access information and transact business.

Pioneer Chat

We continue to expand the use of our Pioneer Chat to increase a sense of belonging to CSU East Bay as well as provide important notifications for deadlines, events and other campus activities to our undergraduates. In fact, CSUEB received a College Futures subaward grant in collaboration with Stanford University and Brown University to study our students' sense of belonging to CSUEB. Our EAB Navigate platform, "Bay Advisor" continues to serve our academic advising, student services communities and our students through timely academic advising, progress reports and case alerts. Both platforms use text messaging as an effective tool to contact our students.

"Five to Build"

Cal State East Bay's 10-day summer online Early Start program is designed for incoming CSUEB first-time freshmen who are enrolled in either EOP or EXCEL, but also open to other CSUEB freshmen who need an Early Start experience. The program's overarching goal is to support the transition of first-generation students by developing the confidence, skills, and resources that contribute to academic success in the college environment. Written communication and quantitative reasoning activities are woven through the curriculum. Participating students who complete the program receive 1 unit of GE Area E credit.

"East Bay Pathfinders"

CSUEB received \$300,000 from the Chancellor's Office 2022-23 Campus Funding Opportunities program to implement a CSU Supportive Pathways for First-Year Students Award (formerly Early Start). Our "East Bay Pathfinders" program meets the initiative's twin goals of: 1) increasing A2/B4 General Education requirement completion, and 2) fostering a sense of belonging for first-year students. The program will begin in the summer of 2023.

Targeted Critical Courses with a Focus on Equity

Cal State East Bay received \$118,000 from the Chancellor's Office 2022-23 Campus Funding Opportunities program to identify, evaluate, and address first-year and major gateway courses with a disproportionately low pass rate among underrepresented minority students. This work began in the Fall of 2022 in three programs: English, Statistics and Biostatistics, and Philosophy. Best practices developed by this initiative will be implemented in other programs throughout the university.

Degree Audit Report (DAR)

Cal State East Bay's Degree Audit Report (DAR) is the MyCSUEB academic advising tool designed to give students the ability to monitor progress toward their degrees through a visual outline of courses completed and courses still needed to graduate. The team continues to work with campus partners to maintain information in the degree audit including the general education, all major, all minor, and ADT requirements based on the annual university catalog.

A team of analysts continues to be dedicated to building and updating transfer credit and test credit rules, and building out graduation requirement articulations from non-feeder schools. One temporary staff hired to focus solely on building articulation rules has been made permanent in this role.

To facilitate a path toward graduation, we are providing a completed DAR to all transfer students before the end of their first semester. This helps inform their course selection and map their academic progress toward completion.

Beginning in the Fall of 2022, incoming students received their preliminary degree audits in late March so they could make early and accurate course selections, and receive academic advising months earlier than in past years. We actively reach out to transfer students, encouraging them to meet with their major departments before Welcome Day to receive academic advising and registration information so they are prepared for registration when it opens. New students are now being permitted to register at the same time as continuing students so they have equal access to course availability.

Super Senior Interventions

The fifth year advising program utilizes "proactive advising" techniques to help students in their fifth-year who entered Cal State East Bay as freshmen. This program aims to enable students to graduate as soon as possible by employing targeted interventions and frequent advisor contacts.

Students continue to offer positive feedback about this program; in a survey of participants, 100% of the respondents said they would "strongly recommend" or "recommend" the fifth year advising program to a friend.

Like other campuses in the CSU, Academic Affairs is able by campus policy to restrict high unit students to courses needed for their degrees and graduate students who have met their degree requirements. Academic Affairs places registration holds for students who have not made progress to degree including satisfying the "Golden Four" requirements by the time they have

earned 60 units and declaring a major by the time they reach 60 units. For our Undeclared students with an Interest in Nursing, CSUEB has significantly reduced the number of this cohort from 1,200 students at the beginning of Fall 2018 to 279 students enrolled in courses at the beginning of Spring 2021 semester.

Additionally, the Senate passed a policy (16-17 CIC 9) mandating approval of the Dean of Academic Programs and Services for major changes or second majors for students with senior standing. These measures will expedite graduation for students.

EAB Navigate (“Bay Advisor”)

For the last five years, EAB Navigate (or CSUEB’s “Bay Advisor”) has transformed academic advising, tutoring and faculty feedback on student’s progress at Cal State East Bay (CSUEB). CSUEB continues to enhance our use of this platform through watch lists, searches, appointment campaigns, early alerts, and email/texting capabilities. All advising and tutoring appointments and notes are captured in Bay Advisor. The Bay Advisor notes are sent nightly to CMS and conversely, advising notes placed in CMS are sent to Bay Advisor. CSUEB’s expectation is that all advisors, faculty and staff, and other academic support services, such as tutoring and peer coaching, use this platform.

CSUEB also links our AdmitHub chatbot to Bay Advisor for various enrollment campaigns. For example, for the 3,411 students who were eligible to enroll in Spring 2021, but had not as of the first enrollment window, we reached out to them through a AdmitHub chatbot campaign. 1,457 of them responded to one of the three responses: “I plan to register” (708), “I need help with registration” (381), and “I won’t be registering” (304). We linked both the “I need help with registration” and “I plan to register” to Bay Advisor. A total of 1,944 of the 3,411 students were enrolled at CSUEB, resulting in a 57% retention rate in this targeted campaign!

Bay Advisor continues to be essential in providing proactive and timely academic advising and enrollment assistance to our students. For both semester conversion and COVID, the campus advising and academic support communities were able to respond quickly through a coordinated care approach in providing the highest quality of academic advising to our students.

Project Rebound

Beginning July 1, 2022 Cal State East Bay was approved to be part of the Project Rebound Consortium. This program will provide a safe, supportive, accessible, and stimulating space for students who have been formerly incarcerated and provide access to services that enable them to apply, persist, and succeed in their academic and extracurricular endeavors. Project Rebound will provide wrap-around student services organized around two key principles: holistic advising and peer support. One-on-one counseling will include academic advising, financial aid and scholarship guidance, accessibility and counseling services, career and goal planning, skills development, legal and social services, graduate school advising, and guidance on balancing academic and personal life.

CLOSING REMARKS

As documented in this report, while much has been accomplished there is more work to do. This strategic enrollment management plan provides a framework to prioritize our work ahead. Increasing our enrollment will remain an urgent priority for the foreseeable future. Cal State East Bay is fortunate to have so many talented faculty and staff who can rise to this challenge.